The Effect of Life satisfaction and Role Centrality on Job Satisfaction- Turnover Intention Relationship.

Charif Amara, Management Department, University of Jijel, Algeria.

sherif312@gmail.com,

Abstract: The aim of the present study was to investigate how life satisfaction and role centrality were operating in the relationship between job satisfaction and turnover intention in order to understand why employees may leave even if the work is designed to satisfy all what they want. The hypotheses were tested with a sample of 353 nurses from three hospitals by using structural equation modeling for the direct effects and multiple regressions for the moderation. The results indicate that 52 percent of the nurses often think about quitting the current job, 40 percent of them think about looking for another job next year, and 37 percent will actively look for a new job in the next year. The results of the hypotheses indicate that all the direct effect between job satisfaction, life satisfaction and turnover intention are significant. All the moderation hypotheses by using role centrality as a moderator are not supported. Nevertheless, the result of the exploratory analysis suggested that role centrality could be best conceptualized as the main effect directly influencing life satisfaction. Job satisfaction and role centrality may have an indirect relationship with turnover intention through life satisfaction. Implications for future research and mentoring practice are discussed.
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1. Introduction

Numerous researchers (e.g., Kramer *et al*., 1995; Kalliath and Beck, 2001) have attempted to answer the question of what determines people's turnover intention by investigating possible previous circumstances that lead to employees' intentions to quit. So far, there has been little consistency in the findings, which is partly due to the diversity of constructs included by the researchers and the lack of consistency in their measurements but also relates to the heterogeneity of populations sampled.

Among various factors influencing the intentions of a person to quit the job, job satisfaction has been found to be most influential. Locke (1976) described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". The process how job dissatisfaction leads to thoughts of quitting is well explained by Mobley's (1977) turnover model which posits that job and working conditions affect job satisfaction which in turn leads to the thought of quitting, to evaluate the utility of searching behaviour, job search, evaluation of alternatives, comparison of alternatives vise present job, intention to quit or stay, and finally to turnover or retention behaviour.

This consistency of the negative relationship between JS and turnover has led investigators to look more closely at other factors that might be related to issues of turnover and job satisfaction (Ms.gurpreet randhawa, 2007); however, it is important from both manager's and individual's perspective to understand the factors that mediate the relationship between job satisfaction and turnover intention. Zimmerman (2008: 310) recommended that "... researchers need to consider whether some individuals have a propensity to quit regardless of having a work environment designed to increase their job satisfaction, whereas other employees may be more likely to stay even under less than ideal circumstance." Recently Trevor (2001) suggested to include economic and individual factors in turnover research, and found support for this redefinition. From these variables we have life satisfaction (LS) as a form of wellbeing and role centrality (RC) as an individual factor.

After reviewing 50 papers in the area of life satisfaction published between 1978 and 2011, Mahato & Kumar (2013) indicated that "Life satisfaction was only assessed from a conflict perspective and even the generalizations of the results associated with Life satisfaction does not call for consensus because of the intermediating effects of a number of variables". Starting from this conclusion we assume that using PWB or LS as a moderator between JS and turnover intention is not powerful as using more specific variables (like RC in this study) , and that may be what explain the inconsistent results between Amah, O. E., (2009) and Wright & Bonett, (2007) concerning the relationship between LS and turnover. Also, in this study we are going to adopt the spillover model analogy whereby job satisfaction spills into life satisfaction, and vice versa, which appears to characterize most U.S. employees (Judge, T. A., & Klinger, R. 2007). We are going to propose that job satisfaction is positively

related to life satisfaction. In turn, life satisfaction is negatively related turnover intention. In the other hand role centrality was studied with the previous variables by Amah, O. E. (2009), we are not only going test the moderation between JS and RC to predict turnover intention, but also (based on the homeostatic model), to test the moderation between JS and RC to predict LS (the spillover path), and between LS and RC to predict turnover intention.

Testing the previous relationships among nurses adds a real contribution in understanding the turnover phenomenon, because working conditions are difficult in many countries in the world, but especially in Algeria. According to *W*orld *H*ealth *S*tatistics (*WHO*) from 2005-2012 there were only 20 nurses per 10, 000 population, if we compare them with 319 nurses in Norway (world health statistics, 2013). Furthermore, nurses are often subject to harassment by the patients and their relatives or face the risk of infection due to poor hygienic conditions. The shortage of staff and excessive workload, long and irregular work hours as well as challenging work conditions and job stress make nurses particularly prone to experience dissatisfaction about job and life and may think to quit.

In short, the aim of this study is to answer the question: "how do life satisfaction and role centrality may operate for a better understanding of what's going on between JS and turnover intention?"

2.Theoretical background and hypotheses

Several studies have examined job satisfaction as an antecedent of turnover intentions (for instance, Mobley et al., 1979; Price & Mueller, 1981; Shore & Martin, 1989; Hellman, 1997; Ghiselli et al., 2001; McBey & Karakowsky, 2001; Moore, 2002). The strength of the satisfaction-intention to leave relationship varies according to each setting. Extensive research has shown that job satisfaction reduces turnover and increases retention (e.g., Griffeth et al., 2000). Research findings have shown that people who are relatively satisfied with their jobs, will stay in them longer, i.e. lower turnover, and be less absent (Locke, 1976; Jewell & Segall, 1990). Considering the significance of job satisfaction or dissatisfaction in influencing the intentions of employees to quit the organization. Irrespective of how the concept has been assessed, the construct of JS has often been found to be negatively related to turnover (Griffeth, Hom & Gaertner, 2000; Wright & Bonett, 2007; Amah, O. E., 2009). This led us to expect that:
H1: JS is significantly and negatively related to turnover intention.

One factor that is indispensable to understand both turnover and job satisfaction is "quality of life," or life satisfaction, which is a measure of subjective

well being. While it may be too elusive to define it precisely, the notion of life satisfaction suggests or connotes a (minimum) level or feeling of contentment. Evidence indicates that job satisfaction is strongly and consistently related to subjective well-being. Judge, T. A., and Klinger, R. (2007) stated that all studies that they reviewed found correlations ranged from .19 to .49. Researchers, in attempting to explain the linkage between job and life satisfaction have proposed three theoretical models. These comprise the spillover, compensation and segmentation perspectives (Loscocco & Roschelle, 1991). Importantly, the spillover model implies that the job-life satisfaction and the life-job satisfaction causal sequence cannot occur concurrently (Schmidt & Bedian, 1982). On the basis of a national stratified random sample of workers, it was found that 68 percent of workers could be classified as falling into the spillover group, 20 percent fell into the segmentation group, and 12 percent fell into the compensation group. Thus, the spillover model, whereby job satisfaction spills into life satisfaction, and vice versa, appears to characterize most U.S. employee (Judge, T. A., & Klinger, R, 2007).

Various statistical techniques, such as structural equation modeling (Orpen, 1978; Schmitt & Mellon, 1980; Schmitt & Bedeian, 1982), have been used to explore the direction of the life-job satisfaction relationship. In fact, research suggests that the relationship between job and life satisfaction is reciprocal-job satisfaction does affect life satisfaction, but life satisfaction also affects job satisfaction (Judge & Watanabe, 1993). Schmitt and Pulakos (1985) in their paper examined the inter-relationships between job and life satisfaction and indicated that, after controlling for demographic variables, life satisfaction predicted job satisfaction but in the case of retirees, job satisfaction predicted life satisfaction. Job satisfaction was considered as a primary determinant of Life satisfaction and Dissatisfaction on the job was believed to create an overall dissatisfaction with life also (Mahato & Kumar, 2013). Wright and Bonett (2007) found that the psychological-well being is positively related with job satisfaction. To justify our bath from job satisfaction to life satisfaction, we adopted the analogy of Orpen (1978), Rousseau (1978) and Chacko (1983) which indicates that job satisfaction had a greater influence on life or non-work satisfaction than vice versa and based on the spillover model, we expect that:
H2: JS is significantly and positively related to LS.

In the context of leaving a job or intending to do so, life satisfaction may be ultimate factor that influences the turnover decision. Research has consistently observed a positive relationship between PA (positive affect) and LS, whereas, NA (negative

affect) has a negative relationship with LS (Costa & McCrae, 1980; McCrae & Costa, 1991; Lucus, Diener & Suh, 1996), indicating that people satisfied with their lives tend to experience more PA and less NA than people dissatisfied with their lives, in turn we expect its affect turnover intention. Fisher and Hanna (1931) devoted an entire chapter to the role of employee emotional adjustment or well-being on employee withdrawal, and they proposed that as much as 90 percent of employee turnover and 50 percent of absenteeism were due to issues surrounding employee

well-being (Wright & Bonett, 2007). Wright and Bonett (2007) suggested reawakening this research tradition by examining the association between psychological well-being (life satisfaction, one of its measures) and employee turnover. They found that the psychological-well being is negatively related with voluntary turnover. Hence, it is expected that life satisfaction, also a measure of subjective well being, may also be negatively related to turnover intention.
H3: LS is significantly and negatively related to turnover intention.
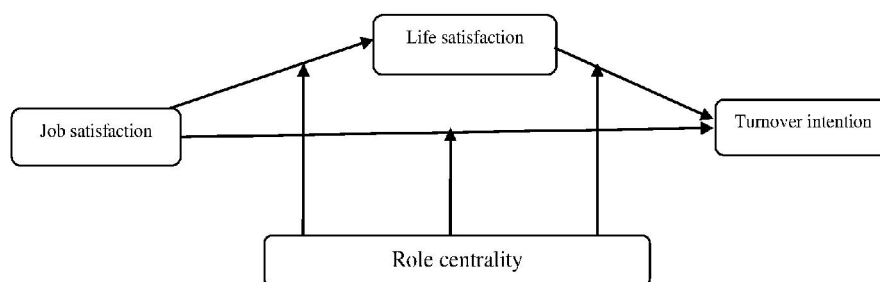

Fig.1. Proposed conceptual model of the study.

Role centrality (RC) is defined by Amah, O. E (2009: 02) as "the importance of the current role of an individual to the individual's identity". Like identity RC is an individual value measure (Rothbard & Edwards, 2003) the state is enduring, it is not situational, and is resistant to change. A great deal of research has examined how values held by individuals affect their behavioral orientations (Schwartz, 1992). Values motivate action and are the basis from which individuals define their roles (England & Harpaz, 1983; Schwartz, 1994). In addition, Judge (1993) proposed that the relationship of job satisfaction to turnover may be moderated by another variable or variables. This study will propose and evaluate one such moderator variable: role centrality (RC). It was found in the study of Amah, O. E (2009) a significant relationship between the interaction term between JS and RC and turnover intention. These studies led us to expect that the relationship between JS and turnover intention is moderated by the personal factor RC.
H4: RC moderates the relationship between JS and turnover intention.

The roles individuals identify with will be reflected in the priorities they set in their lives. The roles with which they identify are a reflection or reinforcement of the values they hold (Whitbourne, 1986). Rousseau (1978) and Chacko (1983) contend that job satisfaction had a greater influence on life or non-work satisfaction than vice versa. They argued that this was explained by the value individuals place on work in general. Recent empirical studies by Adams et al. (1996) and Judge et al. (1998) affirm this causal sequence.

Cummins (2000a; 2000b; 2000c) proposed a homeostatic model .This model suggests that LS is set by an integrated system of personality, positive cognitive biases, and environmental conditions. The purpose of homeostatic control is to keep people feeling positive about themselves and their lives, despite variations in their surrounding environment that could lead to negative states, such as depression, stress and anxiety (Cummins, 2000b).   It is suggested that the interaction between neuroticism and extraversion sets LS within a high positive range

which is maintained by positive cognitive biases pertaining to the self and the environment (Cummins & Cahill, 2000).

Amah, O. E (2009: 03) stated that "RC captures an individual's perception that the current job defines his/her self worth and self esteem". In the homeostatic model, LS is related to three aspects of the self: a sense of worth (self-esteem), a sense that one can change the environment in accordance with the needs of the self (perceived control), and a sense of hopefulness for the future (optimism) (Cummins & Nistico, 2002). The almost ubiquitous positivity of these cognitions implies they are positive cognitive biases (Taylor & Brown, 1988; 1994). For example, people have a pervasive tendency to rate positive attributes, such as cheerfulness and enthusiasm, as more indicative of themselves than others. In addition, people believe they have control over circumstances that are actually determined by chance, such as gambling. People also estimate that pleasant events are more likely to happen to themselves than to others. Thus, these positively biased cognitions may constitute an adaptive mechanism which maintains LS within a high positive range (Cummins & Nistico, 2002).

In addition, Mahato and Kumar (2013: 37) indicated that "Life satisfaction was only assessed from a conflict perspective and even the generalizations of the results associated with Life satisfaction does not call for consensus because of the intermediating effects of a number of variables". Thus, based on the homeostatic model we assume that RC influences the sense of worth (self esteem), this is why we expect that RC play a role of moderator for the relationships that include life satisfaction as a dependent or independent variable. Therefore, we are going use RC as a moderator between JS and LS, in order to see if RC is one of the variables that explain this relationship in that sense. In the other hand, the inconsistent results of the relationship between LS and turnover intention between Amah, O. E (2009), Wright and Bonett (2007) encourage us (we adopt the same analogy in JS and LS relationship) to test the moderating effect of RC on this relationship in a different sample like our case the nurses. That what Amah, O. E (2009) indicated when he justified his inconsistent result with the study of Wright and Bonett (2007):

It is possible that employees do not make turnover decisions based on absolute values of LS alone. ..if the major contributor to perceived LS is in a domain of life not considered by the individual as central to the definition of his/her identity, the level of LS alone may not be critical in making turnover decisions. (p.08)

Based on the previous studies on what affect LS and the definition of RC that implies the importance of the current role of an individual to the individual's

identity and self esteem, we expect that:

H5: RC moderates the relationship between JS and LS.
H6: RC moderates the relationship between LS and turnover intention.

Method
Participants and procedure

The sample was comprised of 353 nurses. The Four different categories groups of nurses were recruited for this study (128 paramedical nurses specialize in public health and 105 paramedical nurses for public health, 68 qualified nurses, 52 nursing assistants) this division is adapted in 2013) in order to increase the representativeness of the sample. Approximately two thirds of the nurses (67 percent) were females. The mean age of the respondents was 1.96 (S.D= 0.95) which means that the majority are from 31 to 40 years. More than half of the nurses (57 percent) were married, and 39 percent were single. a mean job tenure of 2.48 years (SD = 1.52)which means that the majority have experience from 5 to 10 years.

The sample was drawn from three large hospitals in Algeria. Out of 507 questionnaires distributed, 353 were returned, yielding a response rate of 69.62 percent. This is a typical response rate reported for field studies in organizational sciences (Rosenfeld et al., 1993). Data were collected via self-administered questionnaires. The questionnaire contained a cover letter explaining the purpose of the study, instructions for completing and returning the questionnaire, the study measures. Completed surveys were returned via hand to the first author. The anonymity of respondents was ensured.

Measures

The questionnaire had two parts. The first part contains five questions that captured the demographic data. These data were job status, gender, age, tenure and marital status. The second part of the questionnaire contains the study variables 1. Job satisfaction, 2. Life satisfaction, 3. Role centrality and 4. Turnover intention. This part contains 17 items that collectively provided responses for the four study variables. All the study variables, excluding the demographic data, were measured with six point Likert scales that ranged from strongly disagree to strongly agree.

Most studies on voluntary turnover control for some demographic variables (Wright & Bonett 2007; Carr, et al. 2008; Amah, O. E., 2009). The following were controlled in this study: Gender as (1. Male and 2. Female); Age as (1. under 30 years, 2. 31-40 years, 3. 41-50 years, 4. 51-60 years, and 6. above 60 years); Job status was measured as (1. paramedical nurses specialize in public health, 2. Senior, 3. Supervisor, and 4. Manager); Tenure measures as (1. less than 5 years,

2. 5-10 years, 3. 11-15 years, 4. 16-20 years, and 5. above 20 years); and Marital status as (1. Married, 2. Single, and 3. Others).

Job Satisfaction

Overall job satisfaction was measured with five items taken from the Brayfield-Rothe (1951) measure of job satisfaction. This short form of the Brayfield Rothe is reliable and has been used in past research (Judge, Bono, & Locke, 2000; Bono & Judge, 2003). These five items were "I feel fairly satisfied with my present job," "Most days I am enthusiastic about my work," "Each day at work seems like it will never end" (reverse scored), "I find real enjoyment in my work," and "I consider my job to be rather unpleasant" (reverse scored). The Cronbach alpha obtained in the current study is .72.

Life Satisfaction

The scale used in this study contains four items taken from the work of Diener, Emmons, Larsen and Griffins (1985). The scale measures an individual's perception of the quality of his/her overall life, without specific reference to the aspects of life contributing to the evaluation of the overall LS. The Cronbach alpha obtained in the current study is .80.

Role Centrality

The five item scale from the work of Amah, O. E. (2009) was used. This scale measures the perception of the importance of the individual's current role to the definition of the individual's identify. The Cronbach alpha obtained by Amah, O. E. (2009) was .79, while the value in the current study is .81.

Turnover Intention

The three item scale from the work of Aryee, Budhwar and Chen (2002) was used. This scale measures the intention of the individuals to voluntarily quit their current job. The Cronbach alpha obtained in the current study is .82.

Results
Reliability and validity assessment

Means, standard deviations, correlation coefficients, and reliability estimates of the four variables are shown in Table 1. The reliability of all scales is satisfactory, with α scores ranging from .72 to .82. One of the interesting results is the answers about turnover intention, 52 percent of the nurses often think about quitting the current job, with 50 percent of them strongly thinking. About 40 percent of nurses think about looking for another job next year, 54 percent of them strongly thinking. Finally, 37 percent of them agree with the question 'How likely is it that you will actively look for a new job in the next year?' 45 percent of them strongly agree.

A measurement model of all multi-item measures was subjected to confirmatory factor analysis (CFA) in order to assess the convergent and discriminant validity of all constructs. We compared the fit of three different models: a one-factor model; a three- factor model in which both job satisfaction and life satisfaction items loaded on a single factor; and the hypothesized four-factor model (role centrality, job satisfaction, life satisfaction, turnover intention). Several criteria were used to evaluate the model fit. According to Hu and Bentler (1999), the comparative fit index (CFI) and the Tucker–Lewis Index (TLI) values ranging between 0.90 and 0.94 indicate an adequate fit, whereas those at or above 0.95 indicate excellent fit of data to the model. Furthermore, the root-mean-square error of approximation (RMSEA) between 0.06 and 0.10 indicates an adequate fit and that at or below 0.05 indicates excellent fit of data (see also, Browne & Cudeck, 1993).

The overall fit statistics for our four-factor model indicate a good fit to the data: χ^2 (113, N = 353) = 283.51, p< .01; Comparative fit index (CFI) = 0.92; Incremental fit index (IFI) = 0.92; the Tucker–Lewis Index TLI = 0.91; Root mean square error of approximation (RMSEA) = 0.06. The model fit was adequate and better than that for the one-factor model : χ^2 (119, N = 353) = 1166.26, p < .01; CFI = 0.52, IFI = 0.52; TLI = .46; RMSEA = 0.16) and the three-factor model: χ^2 (116, N = 353) = 491.62, p < .01; CFI = 0.83, IFI = 0.83; TLI = 0.80; RMSEA = 0.10). The factor loadings of all items are between 0.50 and 0.92, except for the item 3 in the job satisfaction scale score 0.24, and all the loadings are significant at p < .01.

Further evidence of the discriminant validity of constructs in our measurement model was provided by investigating whether the average variance extracted for two constructs exceed the square of the correlation between the constructs as suggested by Fornell and Larcker (1981). All constructs showed sufficient discriminant validity.

Table 1
Means, deviation and Intercorrelations among study variables

	M	S.D.	1	2	3	4
1. Job satisfaction	3.73	1.19	(.72)	.43**	.33**	−.38**
2. Life satisfaction	3.57	1.32		(.80)	.34**	−.37**
3. Role centrality	3.57	1.26			(.81)	−.18**
4. Turnover intention	3.11	1.72				(.82)

Note: N = 353; **p<0.01. Numbers on the diagonal are Cronbach's alpha reliability estimates of the scales.

Hypotheses testing.

The direct pathways were tested using the structural equation modeling conducted with the AMOS statistical package, which is used for example by many researches to explore the direction of the life-job satisfaction relationship (Orpen, 1978; Schmitt & Mellon, 1980; Schmitt & Bedeian, 1982). The moderating effect of role centrality was tested with hierarchical multiple regression analyses, SEM is preferred to be used in models with reciprocal relationships (J-S. Kim et al, 2001). After controlling the demographic variables on LS and turnover intention in the SEM model, we didn't control JS (the main independent variable in the study) to avoid the case of turning an exogenous variable into an endogenous one. The final model after making changes, by removing the insignificant paths and following the modification indices that do not contradict with theory, has a an adequate fit: χ^2 (8, N = 353) = 20.46, p < .01; χ^2/df= 2.55; CFI = 0.95; IFI = 0.95; TLI = 0.91; RMSEA = 0.07.

The structural model and standardized parameter estimates (which mean if the value of independent variable goes up by one, the dependent one goes up (+) or down (-) by the estimate of the path between these two variables) shown in Fig.2. The results indicate as expected that there is a significant and negative relationship between JS and turnover intention (-0.30; P<.01). Thus, hypothesis H1 was supported, and also showed that there is a significant and positive relationship between JS and LS (0.43; P<.01) and in turn, showed that LS is significantly and negatively related with turnover intention (-0.30; P<.01). These results indicate that H2 and H3 were supported. Besides, the relationships between JS and LS, LS and turnover intention, JS and turnover intention stayed significant even after controlled them, which means that these relationships are significant regardless of the demographic variables studied. From the previous demographic studied only gender, job status and tenure indicated significant relationship with turnover intention (all the paths to life satisfaction are insignificant, only paths toward turnover intention remained) as following: gender (-0.16; P<.01); job status (0.16; P<.01) and tenure (-0.22; P<.01).

To test the moderating effect of RC in the relationship between JS and turnover intention, and also between JS and LS, LS and turnover intention hierarchical multiple regressions analyses were used. The control variables were entered in step one, the main effects of the study variables in step two, the interaction variables in step three, while the interaction terms were entered in step four. Also, by following the recommendation of Aiken and West (1991), the variables in the interaction term were centered prior to calculating the terms to avoid multicollinearity. This is accomplished by subtracting the sample mean from the respective variable, thereby obtaining a centered deviation score with a mean of zero. Centering the beta terms reduces the magnitude of the correlations between the independent variables, thus reducing multicollinearity (J-S. Kim et al, 2001).

Table 2

Moderated multiple regression analyses testing the moderating effect of RC in the relationship between JS and turnover intention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.253a	.064	.050	1.675	.064	4.739	5	347	.000
2	.474b	.224	.211	1.527	.161	71.635	1	346	.000
3	.477c	.227	.212	1.526	.003	1.344	1	345	.247
4	.477d	.227	.210	1.528	.000	.003	1	344	.955

a. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age

b. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age, JS centered

c. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age, JS centered, RC centered

d. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age, JS centered, RC centered, JS*RC

If the change in R^2 for the interaction term is statistically significant, it is said to have a moderating effect, and the moderator hypothesis is supported (J-S. Kim et al, 2001). The results shown in the tables 2, 3, 4, and indicate that none of the interaction terms were significant, suggesting that role centrality (RC) did not buffer the effects of job satisfaction. The lack of empirical support to the moderating effect of RC and by following Cohen and Wills' (1985) suggestion, an exploratory analysis was conducted in order to test the rival hypothesis namely the main effect hypothesis of RC, by including RC as a factor directly related to LS as well as turnover intention. This exploratory model was tested by structural equation modeling conducted with AMOS. This model also provided an excellent fit to data. χ^2 (12, N = 353) = 22.33, p < .05; χ^2 /df = 1.86; CFI = 0.97; IFI = 0.97; TLI = 0.94; RMSEA = 0.05.

RC was significantly and positively associated with LS (0.23; P<.01). The direct path from RC to turnover intention was not significant (0.005; P>.01), this path was removed from the final model illustrated in Fig.2. Similar to the previous model, high JS and LS are associated with lower turnover intention. Also, high JS is associated with high LS. All the previous model coefficients stayed the same in the modified model except the one from JS to LS has decreased from 0.43 to 0.36 when role centrality was integrated as predictor variable.

Table 3

Moderated multiple regression analyses testing the moderating effect of RC in the relationship between JS and LS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.148a	.022	.008	1.322	.022	1.564	5	347	.170
2	.447b	.199	.186	1.197	.177	76.676	1	346	.000
3	.499c	.249	.234	1.161	.050	22.826	1	345	.000
4	.501d	.251	.234	1.162	.002	.832	1	344	.362

a. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age

b. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age, JS centered

c. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age, JS centered, RC centered

d. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age, JS centered, RC centered, JS*RC

Table 4

Moderated multiple regression analyses testing the moderating effect of RC in the relationship between LS and turnover intention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.253a	.064	.050	1.675	.064	4.739	5	347	.000
2	.446b	.199	.185	1.552	.135	58.382	1	346	.000
3	.450c	.203	.186	1.550	.004	1.516	1	345	.219
4	.450d	.203	.184	1.553	.000	.003	1	344	.960

a. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age

b. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age, LS centered

c. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age, LS centered, RC centered

d. Predictors: (Constant), Tenure, Job status, Gender, Marital status, Age, LS centered, RC centered, LS*RC

Discussion

The aim of the present study was to investigate how LS and RC of nurses were operating in the relationship between job satisfaction and turnover intention, by testing all the possible relationships between JS, LS and turnover intention, and also, testing the moderating role of RC for all the previous relationships. To our knowledge, it is the first study that has tested the moderating effect of RC between JS and LS, and also between LS and turnover intention. Our results support all the direct relationships, but this is not the case for moderating hypotheses. We nevertheless make several important contributions to the literature.
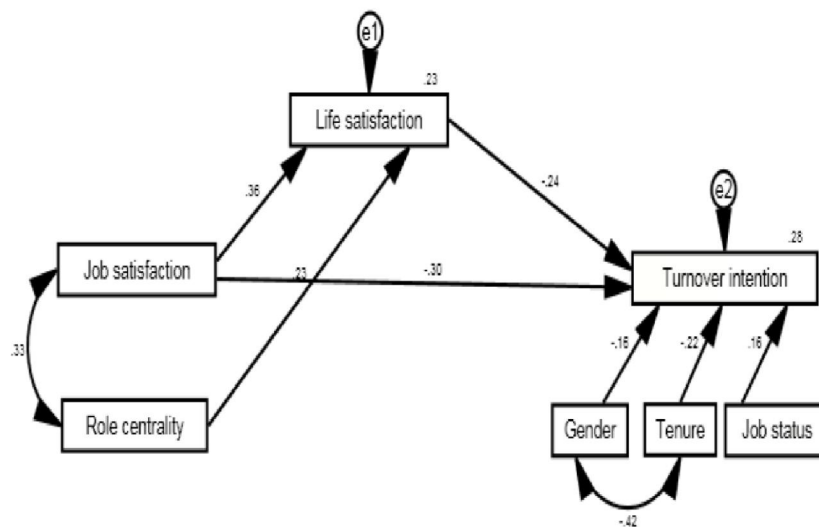
Fig.2. Estimated structural model. Note: Goodness-of-fit summary: χ^2 (12, N = 353) = 22.33, p<.05; CFI = .97; IFI = .97; TLI = .94, RMSEA = .05. All reported relationships are statistically significant, p<.01 (two-tailed).

Theoretical contribution

As anticipated, we found that JS is significantly and negatively related to turnover intention. This finding highlights the importance of JS in the prediction of turnover and turnover intention in particular; the more employees experience high level of JS the less their intention to leave manifests. This result is in line with previous studies dealing with turnover intention (e.g., Ghiselli et al., 2001; McBey & Karakowsky, 2001; Moore, 2002; Amah, O. E 2009). According to Larrabee et al. (2003), Hayes et al. (2006), Toni (2007), Coomber and Barriball (2007), job satisfaction has been examined as a major predictor to intent to stay or reducing turnover intention in most of countries healthcare industry. Employees who felt dissatisfied with their job will try to find another job in other companies, switch to other jobs within an organization or switch to other profession (Choong Yuen-Onn et al, 2012). This result has a great implication in reducing nurses' shortages.

One of the most interesting findings that have a great support in literature is the significant and positive relationship between JS and LS. This result supports the spillover model that indicates that JS spill into LS and vice versa (e.g., Schmidt & Bedian, 1982; Loscocco & Roschelle, 1991; Judge, T. A., & Klinger, R, 2007), but the debate was about the direction of this relationship, because the spillover model implies that the job-life satisfaction and the life-job satisfaction causal sequence cannot occur concurrently (Schmidt & Bedian, 1982). In this study we have also giving a support for studies that adopt the

direction from JS to LS, which indicate that job satisfaction had a greater influence on life or non-work satisfaction than vice versa (e.g.; Orpen, 1978; Rousseau, 1978; Chacko, 1983; Adams et al. 1996; Judge et al, 1998). In the other hand, this result contradicts partially with the study of Schmitt and Pulakos (1985) in the sense of the direction after controlling the demographic variables, they found that LS predicts JS (Mahato & Kumar, 2013), but in our case we found after controlling demographic variables that also JS predicts LS.

We can explain this direction by the nature of work nurses experiencing, and particularly in Algeria, due the shortages in the nursing staff; from 2005-2012 there were only 20 nurses per 10,000 population, if we compare them with 319 nurses in Norway (world health statistics, 2013), this led to an increase in the work hours to cover the increasing population needs for health care (whether night shift or day one). In return, this reduces the time spends out of work, so the nurses stay most of their lives at work, that what possibly transfers the feeling experienced in the workplace to the life, that may be what makes JS spills into LS supported in the sample of nurses even after controlling demographic variables.

This study adds an important contribution to the literature by confirming the existence of a significant and negative relationship between LS and turnover intention, which indicates that the higher LS the lower turnover intention among nurses. This result supports the work of Wright and Bonett (2007), and it is unique from it because we have studied turnover intention and not turnover, and using directly the notion of LS rather

than the global one PWB. In comparison with the study of Amah, O. E (2009), he didn't find a significant relationship. Furthermore, Wright and Bonett (2007) called for papers that reawaken this neglected relationship through literature.

Surprisingly, we did not find support for the moderating role of RC between JS and turnover intention. This result differs from Amah, O. E (2009), who found that RC was a moderator between JS and turnover.

Our study appears to be the first to test the moderating effect of RC as a personal factor between JS and LS, and between LS and turnover intention. Contrary to our hypotheses, RC did not play the role of moderator between JS and LS, and also between LS and turnover intention.

One potential explanation of the non moderating effect of RC on the previous relationships is demonstrated by the result of the exploratory analysis shown in Fig2, which indicates that RC may play the role of main predictor better than a moderator at least among nurses of this sample. This approach is not new, March and Simon (1958) put what they called the conformity between job and self image as one of the predictor variables of job satisfaction (Long *et al*., 2012). The direct path between RC and LS is significant and positive, which means that the more role performed in the work contributes to the identity and self esteem of the employee, the higher LS is manifested, and this result is explained by the influence of RC on the sense of worth mentioned in the homeostatic model. This relationship between RC and LS is the most important result in this research and really explains why may employees stay or leave regardless of work conditions and also give a an explanation how work and the self integrate to influence the outwork life. This interesting finding has a great practical implication if it is taken seriously.

In addition, there is no relationship between RC and turnover intention, and the existence of significant relationships between RC and LS, in turn, LS and turnover, indicate that LS may partially mediates the relationship between RC and turnover intention.

We can notice an interesting result regarding demographic variables is that surprisingly job status is positively related to turnover intention, while tenure is negatively related to turnover intention, this seems to be a contradiction. It may be explained by the system of remuneration employed in Algeria, whether salaries or rewards are totally based on seniority, even the promotion from status to another did not mean a direct interpretation in remuneration,

which means more responsibilities and workload and less improvement or a slow one.

Finally, the lack of the studies dealing with these three variables in one model: JS, LS and turnover intention, and with a sample of nurses, and Also takes in consideration a fourth personal variable, and specifically RC, all in one model. This study will contribute a lot to the literature.

Practical implications

The relationships demonstrated in this research between job satisfaction (JS), life satisfaction (LS), role centrality (RC) and turnover intention have direct and important implications for every company and sector. Understanding this relationships help managers to improve the outcomes of employees and companies, and reduce costs in several aspects of work.

The significant relationship between JS and turnover intention support the analogy that job satisfaction has pointed out as first related to turnover intention and intent to stay (Cohen & Golan, 2007). Developing programs that improve the level of job satisfaction is still a key to enhancing morale within the nursing profession and minimizes the issues of turnover intention. Eventually, this will enable nursing industry to have enough workforces to support the demands of aging population.

The most important implication is related to the result of our study, which indicates that JS predicts significantly LS, in turn, LS predicts significantly turnover intention. It is a kind of partial mediation between JS and turnover intention and also RC predicts life satisfaction. The following implication consolidates the first one mentioned above; managers have to take in consideration when dealing with turnover intention issues, the variable of life satisfaction (LS). If we improve LS, we improve the result related to turnover issues. The question is what to do? Do we have to make programs that enhance only LS to improve results? This study indicates that we have to improve LS through JS and RC, besides other programs. When managers apply programs that enhance JS they are in the same time enhancing LS. This analogy help a lot to cut costs of useless programs designed only for LS. Also, Managers have take seriously the effect of RC on turnover intention through LS, if we don't ensure that the roles played by nurses or employees did not contribute to their identity and self esteem, this alone will affect turnover intention via LS, and make the effort and money spent in job satisfaction programs useless.

Integrating the notion of role centrality (RC) at work will help at redefining the way that we hire with, the description of jobs, training needs and more importantly the motivation policies and programs.

Let's just imagine how to motivate an employee who plays a role that didn't contribute in his identity or worse has conflict with it?

What if the roles that key employees play at work did not contribute to their identity and self esteem, and companies cannot change the roles or even change employees between professions or it is very costly (which is the case for most companies and sectors, particularly healthcare). The question proposed: what is the solution? Based on our result that RC predicts LS, the solution is by looking for roles outside the company (not the roles played at work) that really influence their identities and self esteem, and integrating them in the motivation programs. We may ask: how can we know these roles? The immediate answer is by conducting surveys, and asking for their passions. The passion represents the effect of the harmony between the role and identity. In short, motivate talent by their passions; make these latter part of the motivation process, as a solution to integrate the concept of role centrality in an indirect way.

Another important point to consider is if we make this role contributes not only in the employee identity and self esteem, but also in his self actualization. It will be the most natural and powerful tool of motivation and this is what passion refers to. If we apply the idea of passion, we are going creating the company of passion, the employee of passion, and groups of passions, rather than just give them things that cannot create the real feeling of well being.

Limitations and recommendations for future research

We suggest reconducting this study in different samples, big one and in different times, and also make studies that start from the result of this study by considering RC as a predictor rather than a moderator.

Furthermore, we recommend investigating more specific variables and particularly personal one that can explain not only the relationship between JS and turnover intention but also the relationships that exist between them, especially between LS and turnover intention.

Conclusion

In summary, the present study makes important theoretical and methodological contributions to the turnover intention literature by showing evidence of both direct links between, JS, LS and RC in a turnover intention model. We found that RC plays the role of main effect better than moderator in this sample, and JS and RC are both predictors of LS, this latter in turn, predicts turnover intention. Thus, our research provides empirical support for the effect of LS and RC in explaining what's going on between JS and turnover intention.

Our study shows that employee life satisfaction and role centrality do in fact impact important organizational outcomes, a result with substantial implications for researchers and managers alike.

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